



March 10, 2007

BUSINESS COMMUNICATION & BEHAVIORAL STUDIES

(Marks 100)

Module C

(3 hours)

- Q.1 Enumerate various conditions and relationships which might become 'barriers to communication' and hinder smooth flow of departmental and individual co-ordination and work. (08)
- Q.2 Sitara Bank Limited has recently launched a 'Consumer Finance Scheme' and introduced three new products covering car financing, home financing and credit card.
- Prepare a letter addressed to all the existing and potential clients informing them about the new vision of the company related to consumer financing. The letter is to be signed by Mr. Adnan Aslam, Business Unit Head, Consumer Banking. (09)
- Q.3 In local labour intensive manufacturing companies, it has been observed that the immediate monetary rewards linked with performance are good motivators and create a win-win situation. Workers and supervisors are hardly moved by long term organizational benefits. Some experts treat this as a disadvantageous situation for our industry as it hinders stable, loyal and committed workforce.
- (a) Comment on the power of money as a tool to motivate employees. Does increase in pay always result in improved productivity and performance? Please give reasons to support your answer. (05)
- (b) How would you define 'intrinsic motivation' and what are the important factors for creating intrinsic motivation in employees? Identify and explain briefly. (06)
- Q.4 (a) Differentiate between an organization's objectives and its mission. (04)
- (b) Conflicts may arise between different types of goals in an organization. Briefly explain how such conflicts are usually dealt with. (03)
- Q.5 List and explain the concept and principles of ethical communication to be practiced in business organizations. Give two examples of unethical communication under each principle. (13)
- Q.6 Usually it is very difficult to avoid being discourteous while communicating your disagreement or protest. By giving suitable examples, describe how you would avoid being unpleasant, in such situations. (06)
- Q.7 "The role of a leader or chairperson is very important for having a constructive discussion". Briefly explain the statement and describe at least seven factors which identify the range of communication skills required by the controlling member of a successful discussion. (10)

Q.8 Explain the concept of “Psychological Contract”. List down individual and organizational expectations which form the basis of this contract between the employer and the employee. (13)

Q.9 You are the secretary of the Executive Committee (EC) of the company where you work. Managing Director of the company is the Chairman and the functional heads of Marketing, Production, HR and Finance are members of EC. In its monthly meeting held on 2nd of January 2007, the EC discussed various issues and decided the following:

- Investment of Rs. 150m for modernization of plant to increase capacity as per sales forecast.
- Advertising campaign with an expense of Rs. 10m for the new product for the next quarter.
- Proposal for opening up new branch office in Dubai to be further refined with detailed market feasibility and competitive analysis to be presented in the next meeting.
- Key performance indicators related to quality and customer complaints were reviewed. Marketing and Production departments were asked to submit detailed analysis and improvement plans in the next meeting.
- Appointment of M/s Shumail and Company as the new legal advisors in place of M/s Hanif and Company.

Prepare minutes of the meeting to be circulated to EC members using “Action Format”. Assume necessary additional details and remember that the meeting also carried out normal business of reviewing last meeting’s minutes, deciding date of next meeting, vote of thanks etc. (11)

Q.10 Newly appointed National Sales Manager of your company convinced the management to adopt an aggressive approach to expand the company’s market share. Strategy included increased level of production for several existing products, launching a number of new products, entry into sub urban and rural markets and aggressive advertising campaigns for the new products. During the first three months after the implementation of new strategy, company started experiencing slowing down of sales as compared to budgeted levels, piling of stocks of raw material and finished goods, high financing costs, slow recovery from the market and other allied negative impacts apparently created due to non achievement of sales targets. Management was now concerned about the gravity of situation and decided to review the strategy.

As a management consultant, the company’s management has requested you to investigate the situation, highlight areas where strategies went wrong and give recommendations for the new move. You are required to prepare a short formal report for presentation to the management. (12)

Note: Name, Roll No. and signatures should not be disclosed in any letter, report or any other answer.

(THE END)